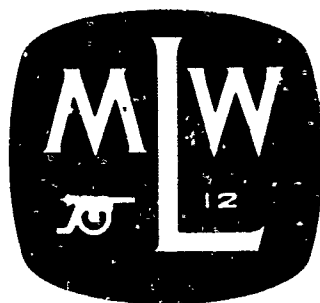*Proceedings*

## of the Twelfth Annual

# MILITARY LIBRARIANS
# WORKSHOP (

30 September - 2 October 1968

*"Managing a Military Library"*

## US ARMY WAR COLLEGE
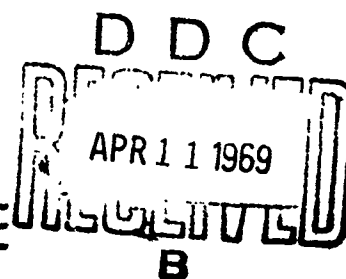
### Carlisle Barracks, Pennsylvania

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Left to Right:  Frank J. Bertalan
Bill M. Woods
Alan J. Blanchard
Paul Howard

PROCEEDINGS


12TH MILITARY LIBRARIANS WORKSHOP
30 SEPTEMBER - 2 OCTOBER 1968


SPONSOR
US Army War College
Major General William J. McCaffrey, Commandant


HOST
Mr. Alan J. Blanchard
Director, US Army War College Library


TREASURER
Miss Catherine L. Zealberg, Army War College


PROGRAM COMMITTEE
Miss LaVera A. Morgan, Naval Research Laboratory, Chairman
Mr. Michael A. Costello, Picatinny Arsenal
Mr. Ernest DeWald, Defense Intelligence Agency
Mr. O. Willard Holloway, Army Library
Miss Elizabeth F. Jesse, Armed Forces Staff College
Miss Ruth A. Longhenry, Army War College
Mr. John B. McClurkin, Marine Corps Schools
Miss Florine A. Oltman, Air University


CHAIRMAN, MLD, SLA
Mr. John B. McClurkin, Chairman, Military Librarians
Division, Special Libraries Association


HEADQUARTERS
Quality Court Motel, 1700 Harrisburg Pike, Carlisle, Pennsylvania

30 September 1968

TO THE MEMBERS OF THE MILITARY LIBRARIANS WORKSHOP

On the occasion of the Twelfth Military
Librarians Workshop, I wish to extend best wishes
for an enjoyable and productive meeting.

We in the Department of Defense are well
aware of the major contributions made by Military
Librarians to the day-to-day operation of our
numerous agencies. Your efficiency and dedication
have been noted throughout the Armed Services.

Please extend to all participants our sincere
appreciation for their past, present and future efforts
toward extending quality military library service.

EARLE G. WHEELER
Chairman
Joint Chiefs of Staff

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MILITARY LIBRARIANS WORKSHOPS

1ST-1957
Air University
Maxwell Air Force Base, Alabama

2ND-1958
Army Artillery and Missile Center
Fort Sill, Oklahoma

3RD-1959
Naval Postgraduate School
Monterey, California

4TH-1960
Armed Services Technical Information Agency
Washington, D.C.

5TH-1961
Air Force Academy
Colorado Springs, Colorado

6TH-1962
White Sands Missile Range
New Mexico

7TH-1963
Naval Ordnance Laboratory
Silver Spring, Maryland

8TH-1964
Air Force Weapons Laboratory
Albuquerque, New Mexico

9TH-1965
Military Academy
West Point, New York

10TH-1966
Navy Electronics Laboratory
San Diego, California

11TH-1967
Air Force Institute of Technology
Wright-Patterson Air Force Base, Ohio

12TH-1968
US Army War College
Carlisle Barracks, Pennsylvania

# CONTENTS

<u>PROGRAM</u>

SUNDAY

29 September 1968

1900-2100    Advanced registration.                    Rear Lobby, Quality
                                                        Court.

MONDAY

30 September 1968

0830-1230    Registration.                              Rear Lobby, Quality
                                                        Court.

0900-0945    Tour of Carlisle Barracks and Carlisle.    Buses from motels,
             Limit:  80 persons.                        end on post.

0945-1045    For persons on 0900 bus tour, tours of     Root Hall, Carlisle
             USAWC Library and coffee break in          Barracks.
             USAWC Coffee Shop.

1000-1045    Tour of Carlisle Barracks and Carlisle     Buses from motels,
             (repeat). Limit:  80 persons.              end on post.

1100-1145    Opening session.                           Upton Hall Auditori-
                                                        um, Carlisle Barracks.

             1.  Invocation:  COI (CM) R. E. Gough

             2.  Welcoming remarks:
                 COL George W. Aux, Chairman,
                 Operations Group, USAWC.

             3.  Curriculum, US Army War College:
                 COL Frank B. Kane, Directorate
                 of Instruction, USAWC.

1200-1330    Lunch (unofficial).                        Facilities of Carlisle
                                                        Barracks Officers' Open
                                                        Mess available.

1345-1410    Operations of US Army Combat Develop-      Upton Hall Auditorium.
             ments Command Institute of Advanced
             Studies:  COL Jack A. Boulger, Deputy
             Commander, USACDCIAS.

1415-1435    Operations of US Army War College          Upton Hall Auditorium.
             Library:  Alan J. Blanchard, Director,
             USAWC Library.

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**Monday continued**

| | | |
|---|---|---|
| 1445-1510 | Coffee Break. | Coffee Shop, USAWC (first floor, Root Hall). |
| 1515-1600 | Tours of US Army War College Library, for those who did not have in morning. | USAWC Library (basement, Root Hall). |
| 1515-1650 | Optional walking tour of post (Military History Research Collection - 101 Upton Hall; Post Library - 2d floor, Bldg. 46; Hessian Museum). | |
| 1515-1700 | Shuttle buses to motels. | |
| 1630 | Panel Leaders' meeting with Panel Co-ordinator and Program Chairman. | Room 153, Quality Court. |
| 1800-1900 | Shuttle bases from motels to post. | |
| 1830-1930 | No host cocktail party. | Carlisle Barracks Officers' Open Mess. |
| 1930-2100 | Dinner.   Speaker:  COL George S. Pappas, Director, US Army Military History Research Collection. | Carlisle Barracks Officers' Open Mess. |
| 2100-2300 | Al Bethel's music and cash bar. | Carlisle Barracks Officers' Open Mess. |
| 2100-2300 | Shuttle buses to motels. | |

### TUESDAY

### 1 October 1968

| | | |
|---|---|---|
| 0900-0940 | Keynote Address:  Special Libraries - Problems and Cooperative Potentials (a report prepared for the National Advisory Commission on Libraries).  Bill M. Woods, Executive Director, Engineering Index, Inc. (formerly Executive Secretary, Special Libraries Association). | Cumberland and Patio Rooms, Quality Court. |
| 0945-1005 | Coffee Break. | Carlisle and Embers Rooms, Quality Court. |

Tuesday continued

| | | |
|---|---|---|
| 1015-1130 | Panel Presentations. | Cumberland and Patio Rooms, Quality Court. |

    A.  Military Library Management: Perspectives and Problems. Panel Coordinator: O. Willard Holloway, Director, Army Library, TAGO.

    B.  Managing a Large Army Technical Library. Frank T. Nicoletti, Librarian, Army Map Service.

    C.  Managing a Small Navy Research Library. Arthur L. Carroll, Librarian, Navy Mine Defense Laboratory.

    D.  Managing a Medium Size Air Force Technical Library. Mrs. Jane M. Wheeler, Librarian, Technical Library, Wright-Patterson Air Force Base.

    E.  Managing a Medium Size Armed Forces Academic Library. Miss Nancy L. Ballard, Librarian, Industrial College of the Armed Forces.

| | | |
|---|---|---|
| 1215-1315 | Lunch | Carlisle and Embers Rooms, Quality Court. |

| | | |
|---|---|---|
| 1345-1500 | Workshop Sessions (simultaneous). | |

Group I - Libraries with Staff of over 20 (Panel Leader: Frank T. Nicoletti).    Carlisle Room Quality Court.

Group II - Libraries with Staff of 10-20 (Panel Leader: Mrs. Jane M. Wheeler).    Executive Room 100, Quality Court.

Group III - Libraries with Staff of less then 10, Participants with Surnames A-J (Panel Leader: Arthur L. Carroll).    Cumberland Room, Quality Court.

Group IV - Libraries with Staff of less than 10, Participants with Surnames K-Z (Panel Leader: Miss Nancy L. Ballard).    Patio Room, Quality Court.

| | | |
|---|---|---|
| 1500-1520 | Coffee Break. | Rear Lobby, Quality Court. |

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Tuesday continued

| | | |
|---|---|---|
| 1530-1555 | Where Do We Go from Here? - the Future of the Workshop: Robert W. Severance, Chairman, Long Range Planning Committee, and Director, Air University Library. | Cumberland and Patio Rooms, Quality Court. |
| 1600-1620 | The Hottest Spot in Town: film produced by the Missouri State Library Association. | Cumberland and Patio Rooms, Quality Court. |
| 1630 | Panel Leaders' Meeting with Panel Coordinator and Program Chairman. | Room 153, Quality Court. |
| 1830-1930 | No host cocktail party. | Cumberland, Patio, and Carlisle Rooms, Quality Court. |
| 1930 | Dinner.<br>Toastmaster: BG William J. Gallagher, Pennsylvania National Guard, Former Secretary, US Army War College.<br><br>"Professional Library Education and its Implications for Military Librarians." Frank J. Bertalan, Director, School of Library Science, University of Oklahoma. | Cumberland, Patio, and Carlisle Rooms, Quality Court. |

### WEDNESDAY

#### 2 October 1968

| | | |
|---|---|---|
| 0900-1000 | Workshop Summary.<br><br>Managing a Military Library, as seen by Librarians with a<br><br>A. Large Staff (over 20) - Frank T. Nicoletti;<br><br>B. Medium Size Staff (10-20) - Mrs. Jane M. Wheeler and Miss Nancy L. Ballard; and<br><br>C. Small Staff (less than 10) - Arthur L. Carroll.<br><br>"Wrap-up": O. Willard Holloway, Panel Coordinator. | Cumberland and Patio Rooms, Quality Court. |

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Wednesday continued

| | | |
|---|---|---|
| 1000-1025 | Coffee Break. | Carlisle and Embers Rooms, Quality Court. |
| 1030-1115 | The Federal Library Committee: Paul Howard, Executive Secretary, Federal Library Committee. | Cumberland and Patio Rooms, Quality Court. |
| 1115-1200 | The Latest Information on DDC Forms and Services: John Berry, Defense Documentation Center. | Cumberland and Patio Rooms, Quality Court. |
| 1215-1430 | Lunch, followed by: | Carlisle and Embers Rooms, Quality Court. |
| | 1. Business Meeting. | |
| | 2. Resolutions by Mike Costello. | |
| | 3. Adjournment of Workshop. | |
| 1445-1745 | Tour of Gettysburg Battlefield (Optional, with tickets being sold upon initial registration for the workshop). | Commercial buses, leaving from and returning to the Quality Court. |

## SPECIAL LIBRARIES - PROBLEMS AND COOPERATIVE POTENTIALS

### By Bill M. Woods

### Introduction

It is my pleasure to keynote this 12th Military Librarians Workshop. (The further away I get from libraries the safer I feel in giving advice on library problems).

Do special libraries have problems? They certainly do! Do special libraries have cooperative potentials? Yes - or at least, I certainly hope so!

During the past ten years the problems of libraries - and of information - have been of concern to a great many persons with the best of intentions for improving the situation. Special library problems have not always been considered along with other types of libraries. Finally an across-the-board study on libraries came into being. We need for this discussion to establish the context within which these problems have been given attention.

The Federal Government, and the President, in particular, recognized the need for attention to the problems of libraries and the need to determine what kind of future attention they merited, when on September 2, 1966, he established a National Advisory Commission on Libraries and the President's Committee on Libraries.

In creating the two advisory groups, President Johnson said: "Our nation is providing better education to more citizens today than ever before. The result of this expanding effort in education is a rising demand for information - and a tidal wave of new information touching every aspect of our lives: health, education, jobs, national defense, goods and services, transportation, communications, and environmental use.

But merely piling up valuable new knowledge is not enough; we must apply that knowledge to bettering our lives. In our effort to do this, we depend heavily upon the nation's libraries. "For this reason, the Federal Government will spend, next year, more than $600 million in the library field. But money alone cannot do the job. We need intelligent planning and advice to see that our millions are spent well. We need to ask serious questions about the future of our libraries:

- What part can libraries play in the development of our communications and information - exchange networks?
- Are our Federal efforts to assist libraries intelligently administered, or are they too fragmented among separate programs and agencies?

- Are we getting the most benefit for the taxpayer's dollar spent?"

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## Genesis of the Commission

The real genesis of the Commission is somewhat vague yet presumably dates to several earlier concerns and actions. I feel it is necessary to set the stage by providing this review.

1957 (Oct.) - Sputnik went into space.

1958 - The President's Science Advisory Committee expressed concerns over the inundation with information and the means for making it readily available to researchers.

1962 - The Senator Pell-sponsored Douglas Bryant Memorandum was issued and the Mumford reply, which discussed "What the Library of Congress does and what it ought to do for the government and the nation generally."

1963 - The Weinberg Report, "Science, Government, and Information: the responsibilities of the Technical Community and the Government in the Transfer of Information," attracted significant attention and caused concern on the part of persons both within and without the information professions.

1963-1964 - Various discussions and meetings proposed the idea of a major study of the nation's libraries, but changes of administration delayed bringing the various ideas into focus.

1965 - Issuance by COSATI (Committee on Scientific and Technical Information) of the Federal Council for Science and Technology of Recommendations for National Document Handling Systems in Science and Technology, based on the study made by the System Development Corporation.

1966 (March) - A meeting of seven library associations, the Federal Library Committee, and the Library of Congress was held in Chicago to consider implications of the COSATI Report, to organize the Ad Hoc Joint Committee on National Library/Information Systems (CONLIS), and to prepare a report replying to COSATI (issued October 1967).

1966 (later) - William C. Knox, Chairman of COSATI, and Harold Howe, Commissioner of Education, approached Douglas Cater, Special Assistant to the President, who referred to an interested President the possibility of a Library Commission.

## Commission and Committee Formed

It was then on September 2, 1966 that the Commission was announced. The National Advisory Commission on Libraries included 20 distinguished librarians and laymen. Six were librarians, three (all with strong information interests) came from industry, six were from academia (at least two were deeply involved in communications), three came from research and learned organiza-

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tions, and the remaining two were politicians of sorts, both with library and information involvements. Appointed Chairman was Dr. Douglas Knight, President of Duke University.

The Commission was instructed to:

(1) Make a comprehensive study and appraisal of the role of libraries as resources for scholarly pursuits, as centers for the dissemination of knowledge, and as components of the evolving national information systems;

(2) Appraise the policies, programs, and practices of public agencies  d private institutions and organizations, together with other factor. which have a bearing on the role and effective utilization of libraries;

(3) Appraise library funding, including Federal support of libraries, to determine how funds available for the construction and support of libraries and library services can be more effectively and efficiently utilized; and

(4) Develop recommendations for action by Government or private institutions and organizations designed to ensure an effective and efficient library system for the Nation.

The Committee included the Secretary of HEW as Chairman, Secretary of Agriculture, Director of the Office of Science and Technology, Director of NSF, and, by invitation, the Librarian of Congress. The principal function of the Committee seemed to be to receive the Commission's report, and to transmit it along with the Committee's recommendations to the President.

By now it was late 1966, and an Executive Director, Melville Ruggles, and a Deputy Director, Daniel J. Reed, had been appointed and work of the Commission got underway. Five regularly scheduled official hearings were held and heard "testimony" from dozens of experts; endless background information was assembled; and later twenty "public, grass-roots" hearings were scheduled. Time, though, was a factor, for the Commission had just one year from the date of its first meeting to issue a report.

Still more information was needed and during the late spring of 1967 seventeen special studies were commissioned. One of these was on "Special Libraries - Problems and Cooperative Potentials," which was to highlight the main problems facing special libraries, offer possible solutions or directions of efforts to resolve these problems, and determine the extent to which special libraries can participate in sharing of the nation's library resources.

This was the assignment undertaken by Robert J. Havlik and me, Havlik after four years as Research Library Specialist in the Office of Education and me after eight years with the Special Libraries Association. We had the opportunity to use these twelve man-years of unique experience to prepare in ten

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weeks the report for the Commission. We had the excellent assistance of Leona Vogt who had most recently been with the Joint Committee on Immigration Problems and who at the end of her library assignment moved over to the Commission on Civil Disorders. The study was monitored by a Committee from the Commission, including Mrs. Marian Gallagher, Dr. William N. Hubbard, Jr., and Dr. Carl F. J. Overhage, Chairman. Sponsorship of the study was provided by the American Documentation Institute (now the American Society for Information Science).

## Background Papers

Additional expertise was needed, particularly in the press of time, and so five special background papers were solicited. They identified many of the problems which needed to be considered and suggested some of the possible solutions.

1. "Special Libraries - Why Special?", by Jesse H. Shera, Dean, School of Library Science, Western Reserve University. Dr. Shera puts special libraries into the perspective of all librarianship and information activity. He is concerned that the library is not recognized as more than a general social form; he would blame special librarians for not bringing to the attention of the profession the specialization of much of librarianship. The need to improve bibliographic organization is stressed. Shera contends that only the special librarian (and perhaps the children's librarian) knows the direct impact of the library service provided.

2. "Definition of Grouping of Special Libraries," by Lee Ash, library consultant, explains how special librarians splinter into all kinds of specialized associations, a reason both for concern and satisfaction. He sees the need for fewer organizations, and better integration and closer cooperation between a smaller number of professional organizations.

3. "The State of the Art of Special Librarianship," by Grieg Aspnes, Research Librarian, Cargill, Inc. Aspnes makes several points:

    a. Information is a commodity - tangible, valuable, literally with a dollar-and-cents price tag on it.

    b. The index is the magic key for the librarian. (This I like to hear!)

    c. The special librarian must keep up with all new developments.

d.  There should be greater concern with the user.  (Too many special
    librarians are burdened with strictly administrative duties, and
    as 63% of special libraries have less than three professional
    staff members, the user may have to take second place to the needs
    of getting things done).  Too many special librarians "still have
    their eyes on the ways and means of special librarianship, rather
    than on the end - which is the "right information to the right per-
    son at the right time in the right form!"  Accomplishments, Aspnes
    declares, are minor to date!

4.  "Highlights of Problems Facing Special Librarians," by Loyd R. Rathbun,
    Library Officer, MIT Lincoln Laboratories.  This paper is straight and
    directly to the point.  The problems:

    a.  Management support.  A positive mental attitude and, of course,
        adequate financial support are essential, as are qualified
        personnel and adequate physical conditions.  The special libraries
        position on the organization chart leads the list.

    b.  Materials - their cost and proliferation is a perpetual problem.

    c.  Automation.  Special librarians should look with anticipation to
        the computerized future, but it will not be here before you know it.

    d.  Manpower is extremely important in any library situation.  Most
        courses in librarianship should be taught at the undergraduate
        level, preparatory to graduate professional courses.  Rathbun
        feels that the special librarian need not be a subject specialist -
        but an information specialist, that is, an expert in finding infor-
        mation (but perhaps not a specialist in the analysis of the infor-
        mation).  (This incidentally is a point where Havlik and I dis-
        agreed with one of the authors).

5.  "The Potential for Special Libraries in Cooperative Ventures for Shar-
    ing Library Resources," by Bill M. Woods, library and information con-
    sultant.

    a.  There is a long tradition of cooperation among special librarians
        and much of it through the Special Libraries Association.  Examples
        are storage centers, interlibrary loans, directories, cooperative
        cataloging, duplicate exchanges, union lists of serials and other
        materials, shared resources, and cooperative acquisitions.  There
        are many examples in all parts of the country.

    b.  Federal Library Committee.  For years Federal libraries empha-
        sized their diversities of size, role, structure, and mission,
        and the impossibility and/or improbability of common solution
        of problems and the coordination of programs.  A recent ac-
        complishment, on the other hand, was preparation in 1966 by the

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Federal Library Committee of a nine-page document, _The Federal Library Mission: a Statement of Principles and Guidelines_. Already more than half of the 44 agencies receiving it have indicated their approval. Cooperation is indicated as a prerequisite in several areas and it is especially noted that "each agency should define the extent of library service it is willing to provide to other agencies as part of a cooperative network of federal library resources."

c. But why cooperate? Librarians have been accused for their efforts at cooperation. "The ingrained cooperation among librarians, originally developed for the laudable purpose of facilitating the joint use of collections, has been misused - probably inadvertently - to unify their resistance to technical people's demands for new kinds of services. Under these conditions, library service in general has gravitated to its lowest common denominator, a familiar phenomenon of noncompetitive situations."

d. What's in it for me? Cooperation is desirable and warranted only when it helps the participating organizations to be more effective. Charles A. Nelson has warned, "Let the librarian be persuaded in each case that cooperation serves the interests of the institution he serves. Then cooperation becomes his 'official duty' and not merely the expression of his or another's 'personal wish.'"

e. Potentials for cooperation are endless. Some have been formalized such as COSATI and EDUCOM. More library systems within a single agency or company or between like institutions in the same geographical area must be considered.

f. "It is probably a correct observation that some libraries have felt it was safer to try and solve their problems with the least possible commotion and attention drawn to the effort, rather than to pool their strengths and weaknesses and to seek the kind of increased and formally recognized support necessary for the 'ideal' information service. It may be that there has been a natural fear of penalty by the withdrawal of present support and the substitution of a vague cooperative system for the present 'do-it-alone' system."

## Advisory Panel

The Study had the benefit of help from an Advisory Panel to discuss "the major problems facing special librarians and to determine how, in the context of comprehensive library and information service to the nation, these problems might be solved." Interests and the representatives of these interests were:

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Associations and Non-Profit Organizations - Elizabeth Ferguson, Librarian, Institute of Life Insurance.

Business and Industry - Eugene B. Jackson, Director of Information Retrieval and Library Services, I.B.M.

Documentation Centers - Bernard M. Fry, Director, Clearinghouse for Federal Scientific and Technical Information.

Government - Paul Howard, Executive Secretary, Federal Library Committee.

Law - Elizabeth Finley, formerly Librarian, Covington and Burling, Washington, D.C.

Medicine - Gertrude L. Annan, Librarian, New York Academy of Medicine.

Problems considered by the Advisory Panel were grouped into eight areas:

1. **Role.** Administrative recognition, definition, support, clear delineation of role, e.g., Federal Library Mission. "The only solution to many problems is that the librarians themselves have to pitch in and improve management relations."

2. **Manpower.** Shortage of qualified personnel. We need "modern special librarians: not the kind that in the 1905-1920 period emerged from general librarianship, or the kind that in 1955-1967 claims he isn't afraid of the computer but makes little use of it. The need for training of library managers, better utilization of library technicians, and use of more subject specialists to work in libraries were highlighted.

3. **Equipment, Systems & Facilities.** Hardware designed especially for the small library; lag in library applications of developments in communications, computing, and micro-equipment; and greater use of service bureaus or consortiums were discussed.

4. **Statistics and Standards.** Need for quantitative and qualitative statistics on a national basis. Cost benefit ratios, operations research projects, additional objectives and standards for special libraries, and case studies involving special libraries require continuing attention.

5. **Research.** A real lack of meaningful research exists even when money is available to support such research.

6. **Cooperation.** Networks of libraries with the same subject interest, within the same geographical areas, or within the same agency or company must be considered in order to provide better information service.

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7. __Associations__ must develop additional guidelines and assist with statis-
   tical collection and analysis, and case and cost ratio studies.

8. __Government__ has a responsibility to improve special library service but
   should not do what private interests might do just as well.  Informa-
   tion as a public utility and a national resource was suggested.
   Revision of the copyright law is needed.  It should not impede the free
   flcw of information.  The possibilities of creating information author-
   ities should be explored but their development approached cautiously.
   Information, though, must be supplied to all who need it.  The role of
   government in statistical collection was stressed.  The improved
   National Referral Center for Science and Technology, Science Informa-
   tion Exchange, and State Technical Services Program were noted.

## Survey

Further effort to reveal certain unknowns or to reemphasize certain problem
areas were brought out in a quick survey of 911 special libraries. Briefly
the findings were:

1. Primary circumstance impeding the special library is lack of recognition
   by management, while 22 percent felt lack of space or funds a deterrent.
   Regretfully 27 percent felt nothing was wrong or failed to identify
   any problems!

2. Many librarians felt they could participate in cooperative efforts "if
   they couldbenefit in retuin." Management is anxious for libraries to
   gain in cooperative ventures.  Generally, special libraries would be
   able to cooperate in sharing materials and reference sources rather
   than in cooperative acquisitions or processing.

## Recommendat'ons

The findings and observations of the research team and the reinforcement pro-
vided both by the paper authors and the Advisory Panel were directed toward
six major areas.  Recommendations ir. each of these areas are cited.

1. __Manpower Needs__

   There is a need for a hard core look at manpower needs and use.  It is
   recommended that:

   a. Additional studies such as the Program of Research into the
      Identification of Manpower Requirements, the Educational Pre-
      paration and the Utilization of Manpower in the Library and
      Information Profession now being conducted by the University
      of Maryland School of Library and Information Service should
      he supported.

b.  Additional support and encouragement should be given to the
    United States Employment Service National Registry for Li-
    brarians to make it an effective inventory and placement ser-
    vice for the library profession.

c.  Further use should be made of OEO funds to encourage training and
    employment of minority and underprivileged groups in special
    libraries.

d.  Additional funds and support should be given to Title IIB (train-
    ing) of the Higher Education Act of 1965, as amended, to encour-
    age more qualified persons to enter the library profession, to
    encourage library schools to expand their programs and staff to
    meet the need for training of modern special librarians, to pro-
    vide basic training in library and information science skills
    (non-degree programs), and to help organize continuing education
    programs for all personnel.

2.  **Statistics and Standards**

There is a need for special library statistics for management, user,
and market purposes.  It is recommended that:

a.  A National Center for Library Statistics should be established
    within the National Center for Educational Statistics as soon as
    possible and should be supported in its efforts to become the
    reference, data gathering, and analysis center for library
    statistics of all types.

b.  Additional funds and support be given under the Small Contracts
    section of the National Defense Education Act to encourage out-
    side library surveys until the National Center for Educational
    Statistics is sufficiently organized and staffed to handle its
    responsibility in regard to library statistics.

3.  **Research**

Research in special library problems is practically nonexistent.  It
is recommended that:

a.  Additional funding and support be given to Title IIB (Research)
    of the Higher Education Act to support:

    (1)  Research in the way information is used and administered in
         total library-education-research concept.

    (2)  Research in true information retrieval rather than document
         retrieval.

    (3)  Research in the location and capabilities of data processing
         equipment and its use and capability for adaption to library
         work.

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(4) Research on costs and work procedures to be applied in library systems planning and design.

(5) Research which would result in the revitalization of library education.

b. Efforts should be made to coordinate other library-information support programs such as those undertaken by the National Science Foundation and the like. Any agency assigned an informational responsibility should have built into it the capacity for planning evaluation studies of library research so as to assist them in making progress toward the goals of future library service.

## 4. Resources, Services, Equipment, and Facilities

Existing library resources must be identified and improved. The small special library of today has the need for efficient, small systems. "Librarians must abandon the idea that each library is a self-sufficient unit." It is recommended that:

a. Further support should be given to extend such acts as the Library Services and Construction Act (PL 89-511), Elementary and Secondary Education Act (PL 89-10), Title IIA of the Higher Education Act (PL 89-329), Medical Library Assistance Act (PL 89-291), and State Technical Services Act (PL 89-182), in order to expand facilities and services for libraries and allow the purchase and adoption of new media.

b. Title IIC of the Higher Education Act of 1965 (PL 89-329) should be strengthened and broadened to support the development of programs for strengthening and sharing college, research, special, and public library resources and bibliographic services.

## 5. Cooperation

The growing realization of forward-looking librarians is that, without cooperation between librarians themselves, libraries will be unable to take advantage of modern technologies and trends. It is recommended that an agency in the Federal Government be assigned to take leadership in the design of an information network and services system for libraries of all types and to formulate policies to insure the proper administration of such a network for the benefit of all libraries and society.

## 6. The Role of Government and Associations

The Federal Government must recognize that information is a public resource and should be made available at a low cost to all. Information is a public utility and should be so considered. It is recommended that:

a. A single agency in the Federal Government be established eventually to provide a focus for library statistical collection and analysis, research support, and development, as well as to grant review of library operations in the United States.

b. The National Referral Center for Science and Technology be improved and expanded. The Science Information Exchange of the Smithsonian Institution must be expanded to encompass both government and non-government interests.

## Conclusion

It is the feeling that a public policy is essential to provide guidance on transitional and future developments, replacing the present uncharted and uncoordinated situation in librarianship. Although substantial improvement in special libraries is necessary, utilization of the special library as a model for the common quality of library service for other types of libraries in the next 20 years is sound.

## Epilogue

Earlier chronology needs to be brought down to date.

On December 19, 1967 a rush preliminary report was submitted to the White House for possible use in the President's message to the Congress. In the Spring the Commission rejected a draft and by June a revised version was to have been completed. No report had been delivered to the White House by July 15, and as far as I know, it is still being written - more than two years since the Commission was appointed! Although secrecy had been an early instruction, details of the Commission's tentative recommendations have been disclosed.

1. Establishment of a permanent national commission on libraries for long-range planning in library service (within office of the Secretary of HEW).

2. Designation of LC as "The Library of Congress: the National Library of the United States," with creation of a Board of Advisors.

3. Establishment of a Federal Institute of Library and Information Science.

4. Recognition of the responsibility of the U.S. Office of Education in meeting needs for library service; appointment of an Associate U.S. Commissioner of Education for Libraries; and recognition of the importance of a National Center for Educational Statistics to provide adequate library data.

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5.  Amendment of the Library Services and Construction Act (LSCA) to enable
    State Libraries to have the strength to provide better service to public
    libraries and State government.

These recommendations presumably will be presented to a self-designated
lame-duck administration.  It certainly remains a mystery as to what this
administration or any new one will feel or do about libraries.  (The Report
of the Commission was delivered to the White House on 15 October 1968).
No one can argue that the libraries of the country have problems.  Whether
these problems will be solved by the study of the past two years and the
recommendations of the Commission is open to discussion.  I do feel there
is a mild climate for some impact if -

1.  These recommendations are, in fact, made by the Commission.

2.  The President takes an appropriate action.

3.  Federal agencies involved don't get involved in family rivalries.

4.  The library and information profession is interested enough to urge -
    or even demand - such implementation.

Will we?

# MILITARY LIBRARY MANAGEMENT - PERSPECTIVES AND PROBLEMS

## By O. Willard Holloway

I consider it a privilege to be selected to make the opening address for
the working sessions of this Workshop on Military Library Management. In a
very real sense most of the people in this audience are managers, and most of
them could just as readily be standing here today making this presentation.

As you can see by your program, I will be followed by 4 speakers. My talk
will be quite general and those who follow me will be more specific. It
is my main objective to broadly introduce the subject for discussion.

One of the advantages of being the opening speaker is that I don't have to
worry about repeating something already stated by a previous speaker. The
speakers who follow me will not have this advantage and there will probably
be some overlapping in their remarks. This will, I believe, serve to emphasize
the importance of the problem under discussion.

In introducing this Workshop subject, I shall begin with some observations
about the art of management in general, and follow this with some statements
about some of the broad problems of military library management as I see them.

I would emphasize initially that to be effective managers of a military
library or of any other organization, we must have some knowledge of the art
of management itself. Many of our problems which I will mention are directly
related to or caused by our own ineptness as managers.

Let us begin with a few definitions.

Management is the alert ordering of all necessary factors in the course of
adjustment to complexity and the achievement of a recognized goal. It is
the marshaling of manpower, resources, and strategy in getting a job done.
It is the organization and direction of the energies of the institution.
Management is the manipulation of the materials at hand in order that the
institution may survive, prosper, go forward, and accomplish the work for
which it was created. The activity of management can be segregated into
component activities, including:

1. Planning.
2. Organizing.
3. Coordinating.
4. Directing.
5. Controlling.

All management is concerned with getting work accomplished and the basic
elements utilized by a manager in doing this are the 6 M's:

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1. Men.
2. Material.
3. Machines.
4. Methods.
5. Money.
6. Markets.

An effective manager must have the ability to:

1. Make decisions.
2. Lead others.
3. Exercise ingenuity.

Generally speaking, there are 10 basic principles of good management:

Principle #1. Work should be the basis for organization - not people!
-- People do not last forever and you can't upgrade men successfully
if you have to train them in the image of their predecessors.
-- If work is well defined, then people with adequate capabilities
will be found and developed to perform it.

Principle #2. There must be good communication between all levels of
employees.
-- Keep your self well-informed, develop an aggressive willingness
to communicate. Keep all employees informed of managerial actions
which will affect them.
-- Establish a reputation for sincerity and truthfulness.
-- Get the grapevine on your side.
-- Establish communication procedures.

Principle #3. The objectives of your organization are more important
than the problems.
-- Be objective before any course of action is undertaken, with the ob-
jectives in view clearly stated.

Principle #4. You must have established routines and standards.

Principle #5. Decision making should be pushed to the lowest level of
the organization which has facts available to make the decision.
-- Delegating jobs gets them done more efficiently.
-- Everyone who works in an organization has 3 jobs:

a. The job ahead of his - which he must learn.
b. The current job - which he must do.
c. The job below him - which he must teach.

Principle #6. Pay plans must consider the human factor.
-- Three ways that management can influence personnel:

a.  Economically.
    b.  Psychologically.
    c.  Socially.

Principle #7.  Human relations programs should be designed to get
maximum performance from personnel.

Principle #8.  Don't keep your staff in the dark on matters affecting
them.

Principle #9.  Don't hire or keep the wrong people.
        -- When one employee endangers the discipline and effectiveness
of the group, you are on thin ice.
        -- When individuals can't work together, someone must go.
        -- Look for character and intelligence first in prospective
employees.

Principle #10. You must have a plan of action.
        -- What action is necessary?
        -- Why must the action be taken?
        -- Who will take the action?
        -- Where will the action be taken?
        -- When will the action be taken?
        -- How will the action be taken?

The basic functions of management must be applied just as well to a military
library as to any other type of organization.  These basic functions are:

        1.  Provide an effective organization.
        2.  Maintain suitable physical facilities.
        3.  Select and acquire suitable equipment and supplies.
        4.  Maintain adequate service and communication facilities.
        5.  Maintain satisfactory employer-employee relationships.
        6.  Analyze and improve methods and procedures.
        7.  Control office activities.

We are all aware that Civil Service regulations and procedures affect our
capabilities to abide by some of the aforementioned management principles.
Here we have one of our major management problems.  We must be able to adjust
to these, keeping in mind the basic philosophies behind them.

These basic management principles should, of course, be part of our operating
philosophies as managers.  But we must go considerably further.  It is important
to remember that we are a vital part of a "military" organization and must, of
necessity, adapt ourselves to military methods and organization.  This is not
necessarily difficult.  It is well to remember that no matter what organization
we work for, each will have its own unique methods of operation to which we
must adjust.  Actually, the methods of the military offer many advantages

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which contribute to orderly and systematic management procedures.  If we refuse to adjust to them, then we are asking for trouble.  This is one instance where many of us do find and make problems for ourselves.  It is not my intention to advocate a "do not rock the boat" philosophy but rather to say that we must accept the system or its parts insofar as they are compatible with sound library practices.  Remember the old saying:

> "God grant me the serenity to accept things I cannot change,
> courage to change things I can, and wisdom to know the difference."

In 15 years of work in military libraries, I have found the military to be willing to make change, whenever a good case is made for the change.  When a poor case is made, nothing is accomplished.  It is incumbent on every library manager to develop skill in salesmanship in order to "sell" his superior.  It is my contention that library school curriculums should include basic courses in salesmanship and public relations to aid the librarian in putting across his product and services of his profession.

One of the important factors in our discussion today is the fact that our management problems differ greatly by the size of our operations.  The speakers who follow me will represent small, medium, and large military libraries.  I am sure they will demonstrate the variety of problems that exist because of size. For example, the manager of the small library must, of necessity, be a jack-of-all-trades, performing all the usual managerial duties and also supervising the multitude of normal library operations.

It is well to note particularly in dealing with the military that the system of RHIP (rank has its privileges) is in effect.  It should be noted also that the system of RHIP is not unique to the military but is an accepted practice in all organizations, and we even practice it ourselves.  For example, we are here -- not our subordinates.

From the management standpoint, our biggest and most serious problem is the location of the library within the overall organizational structure.  In comparing the organization charts of many organizations, one can often find the library in every conceivable location except where it should be.  In order to get the kind and type of support it needs, the library should be chartwise near the top and on a level with other top echelon operational activities.

Often a military library is placed organizationally along with such service activities as supply, publications, custodial services, etc.  This situation is somewhat the result of the poor image of librarians held by top management officials who relegate the professional librarian to the same level as carpenters, electricians, drug clerks, and door-to-door salesmen,  This subject alone is broad enough for a full workshop discussion so we can't dwell on it exhaustively at this point.  Again, I repeat my earlier observation that we must develop the ability to "sell" ourselves and our services and our profession to top level management.

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Specific problems which result from improper organizational location include:

1.  Inadequate physical facilities, including location.
2.  Inadequate personnel support.
3.  Inadequate budgets.
4.  Inadequate budgets for training programs and internships.
5.  Low priority for library operations on occasion of cuts and cutbacks.
6.  Misuse of existing library personnel and facilities.
7.  Lack of information on proposed functional changes of the overall
    organization.

The exact function and mission of the library is often either ill-defined
or not at all. In a previous workshop this was discussed at length, so that
little time need be expended here. However, it is still vital. Unless our
mission is properly stated and understood, we cannot properly fulfill it.

Often, both our superiors and our clientele have erroneous ctions about
what we should be doing. Within the resources at our command we are barely
able to do what is legitimately our job. Yet, we are often called on to do
things which rightly should be done by others. For example: just how far
do we go in seeking information to satisfy a demanding customer? It is my
contention that the librarian should direct the customer to the sources which
will provide the answers to his question. The customer himself should dig
out the answer and do his own research. This philosophy will necessarily be
modified and changed for the larger libraries which have staffs to actually
do research for the customer.

A continuing problem of managing military libraries is the constant battle
with personnel officials relative to recruitment, hiring, firing, qualifica-
tions, job classification, etc. The difficulty here lies often in mis-applica-
tion of current standards. Uniformity of interpretation of these standards
is a goal for which we have all striven for years, with questionable success.

One common failure on our part is often the fact that we, ourselves, are not
sufficiently familiar with the standards to receive the most benefit from them
It is incumbent on us to know more about the standards than do the classifica-
tion people. Unless we do, we are operating at a disadvantage and start out with
two strikes against us. So start out ahead! Be prepared to tell the classifica-
tion man what the standards say and mean.

In the Army we now have a Librarian Career Development Program which poses
some critical management problems. While we cannot legitimately quarrel with
the objectives of this program, its mechanics and implementation do present
us with some new methods of personnel operations which cannot be ignored or by-
passed. It is incumbent on all Army library managers to be thoroughly familiar
with this program and be prepared to operate under it.

The various ramifications of security regulations and procedures, varying
greatly by agency and even by office, impose a whole new set of management
problems for the military library manager.

Procurement has posed innumerable problems. The varied and divergent regula-
tions and procedures have caused many a headache to the manager. Perhaps the
current activities of the Federal Library Committee may be productive of some
improvement in this regard. A recent change by the Defense Documentation
Center has complicated the procurement of DDC hard copies of their documents.
Here again is a procurement and financial problem which must be met.

One management situation which demands study is the proliferation of libraries
at certain installations. For example: there is one post in CONUS which has
11 libraries. The new Forrestal Building will boast of several separate
libraries. Good management would call for a penetrating look at such situations.

A major problem facing many of us today is the current trend toward automation.
The problem here lies mainly in the fact that automation planners often fail
to realize that ADP does not necessarily solve a library's problems and, in
fact, often complicates the problem. For many military libraries, automation
would be completely useless and much too expensive. It is my contention that
even if automation will help a library, it will only do so to the extent that
the library itself controls the system. It must also be recognized that no
automation system yet developed has resulted in either manpower or money savings.
A bigger and better product, yes, but at a considerable cost.

Often military libraries are required to become museums for display of materials.
This poses additional burdens as to space, facilities, arrangement, etc.

A recurring problem is that of having to accept new and additional functions,
with no additional manpower spaces to perform the work. If anyone here has
an answer to that one, there are many people here who would like to hear it.
Unfortunately, this appears to be a way of life in many organizations, and we
in the Army Library are no exception. About one year ago, we were saddled
with a new function which requires the full time services of 3 people. We
still don't have the people, but we do have the work.

Often a military librarian is saddled with additional duties which have no
direct relationship to his function as a library manager. I know of one case
where a library manager spends several hours each week as the post property
survey officer. This is certainly a waste of professional library manpower.

Along this same line many of us are guilty of utilizing professional personnel
on subprofessional duties. Then we worry about the shortage of professional
personnel! It doesn't make much sense to have a trained professional librarian
checking out books or checking in issues of periodicals, but this often happens.
Many common library operations can be successfully performed by non-professional
personnel with proper training. Training of our staffs is another major

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managerial problem. We must have the purpose and initiative to carry out training programs to better equip our staffs for expanding library operations. Many of us fail to take advantage of existing training programs offered by various government agencies. Planning for these programs requires considerable planning and budgeting for months in advance. The library budget is important to all library managers. We must be in a position of controlling planned library finances. Too often the library budget takes a back seat to other activities. Not too long ago the book budget in one of our larger Army libraries was taken from the library and utilized for travel needs of another organizational element. Needless to say, the library did not progress much that year.

In connection with budgets, it is important for library managers to be able to equate mcre clearly the relationship between library expenditures and the benefits derived from library use. With the intense competition for the dollar within organizations of the military, libraries will not fare well unless they demonstrate that present funds are being spent to good advantage. It is not enough to assume that there is a correlationship between efficiency and economy. It would be well to cquire a facility in preparation of flow charts, organization charts, and manning tables. Cost-effectiveness studies are often effective in portraying a library's budgetary needs.

I could continue at length with more specifics but time is short and I must leave something for the speakers to follow.

TO SUM UP, the management of a military library is basically the menagement of a business organization. We have problems which are common to any business organization, but we also have our own unique problems. As a part of a military organization, we have all the advantages of such, plus the disadvantages. Too often the problems which we face are problems of our own making and our own inadequacies. Our initial efforts should be in solving the latter. When that is done, we should be ready to tackle the former.

MANAGEMENT is people. And people are as different as night and day. In managing people it is well to remember their differences.

"A lot of people are like wheelbarrow - no good unless pushed."

"Some are like canoes - they need to be paddled."

"Some are like kites - if you don't keep a string on them, they fly away."

"Some are like kittens - they are more contented when petted."

"Some are like footballs - you can't tell which way they will bounce
   next."

"Some are like balloons - full of air and ready to blow up."

"Some are like neon lights - they keep going on and off."

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"And we would like to add, some are like a good watch - open faced, pure gold, quietly busy, and full of good works."

I would like to propose that we initiate and acknowledge a CODE OF ETHICS FOR MANAGING A MILITARY LIBRARY. It would go something like this:

## CODE OF ETHICS

### AS A MANAGER OF A MILITARY LIBRARY

### I ACKNOWLEDGE

THAT     I have an obligation to the science of military library management. I will uphold the standards of my profession, continually search for new truths and disseminate my findings. I will keep myself fully informed of developments in the field of military library management and cooperate with others in the use of our common knowledge.

THAT     I have an obligation to my Commander, whose trust I hold. I will endeavor, to the best of my ability, to guard his interests and to advise him wisely and honestly.

THAT     I have an obligation to do all in my power to assure the progress and contentment of my fellow workers. I will, at all times, deal with them fairly and openly, sharing my acquired knowledge and experience freely.

THAT     I have an obligation to my society arising through my personal and official relation in the life of our nation; further,

THAT     I have a continuing obligation to my country and to the chosen way of life of our nation.

FURTHER,  I acknowledge my responsibility to discharge these obligations to the best of my ability.

## THE LARGE ARMY TECHNICAL LIBRARY - SOME PROBLEMS OF MANAGEMENT

### By Frank T. Nicoletti

Back in May when Miss Morgan invited me to speak to you, I was Chief of the Army Map Service Library. Today, I'm Chief of the Information Resources Division. In May, I carried the title of Library Director. Now, my title is Technical Information Officer. In May, the Library staff consisted of 60 Librarians, plus some 90 Library Technicians, Intelligence Specialists, Translators, Cartographers, Map Mounters, and Typists. Today I have no Librarians, no Intelligence Specialists, no Translators; these have been converted to Technical Information Specialists. This may sound like I've disqualified myself from speaking about library management. This may sound like we are foresaking the library business for a future infested with automated systems and electronic gadgets. It may sound like we are abandoning the sacred precinct of the library for the almost profane complex of the computer. All these likelihoods are partially true. We are convinced that the classic ways of the library won't suit the demands we must satisfy. We think we must change our methods, but not our principles, to keep our house in order and our wits together. I do hope we retain enough of the Library's solemn promise to satisfy the customer so that I can speak from the premise of a librarian very much concerned with management.

I look upon these workshops as golden opportunities for sharing our knowledge, our experiences, our frustrations. Hopefully, through these discussions we as managers or potential managers learn a bit more about our profession and discover new ways to cope with our managerial problems. In a few hours from now we will be gathering in small groups where we'll explore various facets of military library management. To set the stage for these discussions, I'd like to tell you about a few of the headaches one encounters in managing a large Army Technical Library.

The problems I face in my organization are not unique - just magnified. I've thought about my management problems from every conceivable angle and have cataloged the most serious ones under headings I call the 3M's - Manpower, Money, and Material. Sound familiar?

Perhaps the most pressing of all management problems is manpower. This is probably due to the fact that it involves people and their careers. In my case, manpower problems involve both quantity and quality. We have a difficult time determining the number of people we need. You understand, of course, we always need more people - but how many? That is the question. When I request more people I must justify the number and kinds of people needed. Usually the justification is based on workload. I must be able to demonstrate a workload over and well beyond what might be described as a healthy backlog. Having identified a workload beyond existing capabilities, I must then translate this into manyears of effort. To do this I must have production norms. We've developed production standards where possible, but so many of our tasks don't fit that kind of standard. For example, how do you measure reference? We keep lots of statistics but few can be used logically for manpower allocation.

There are, of course, various formulas for determining manpower needs. In the Army Map Service we've frequently used a formula called "Schedule X." This is a statistical analysis of your operation which supposedly correlates work units and manhours for determining the number of people you need to accomplish the total workload. Time and again this has proved very unsatisfactory for a library operation because of the difficulty in devising an acceptable work unit. Also, in my particular library, the norms or averages for such things as leave do not come close to our own records. Consequently, they militate against us. So the problem remains· How many people do you need to do what must be done? We really know, but it's awfully difficult to convince those who decide manpower needs.

However, there are worse methods and here's one of them. About six years ago one of my branches was transferred from our agency. It then consisted of 40 people and about 400,000 documents, with an intake of 50,000 documents a year. When it departed I was left with some 40,000 documents, no people and no equipment, but with instructions to reconstitute the branch on a smaller scale. My estimate of personnel requirements differed considerably from that of higher headquarters. The expert assigned to resolve this dilemma had a unique method of arriving at my personnel needs. His logic went something like this: since we once had 400,000 documents and 40 people, 40 divided into 400,000 came out to 10,000 documents per person; I now had 40,000 documents so it should take 4 people to operate this portion of the library and that is what I was authorized. Makes you think - doesn't it?

Then there is the quality of the people. We have many jobs which, although subprofessional, require people with reasonably high intelligence, initiative, and drive. We find it very difficult to recruit young people, particularly young men, who meet these qualifications. For some reason, young men do not care to work in a library. Add to this such factors as the draft, recent urban disorders, competition between government agencies and competition with private industry, and you can readily see that the recruitment problem steadily worsens. Within a few years almost 40% of our people will be eligible for retirement. We'll be almost entirely dependent on the young people we bring in now to replace the leadership and expertise we'll lose. It's absolutely imperative that we find some way to attract young, competent people to the subprofessional positions.

In the professional category, the "People-Problem" is just as critical, maybe even more aggravated. The nature of our work, a heavy emphasis on maps, doesn't tempt the Library Science graduate. So, over the years we have recruited from other fields and adapted our employees to their tasks with an intensive training program, both on and off the job. This means that most of our senior "key" personnel don' have degrees in Library Science. Yet, the Army Career Program for Librarians pays a premium for academic study. These conditions make it difficult to attract graduate Librarians and makes it even more difficult for our people to advance in the Librarian career program. Obviously, these conditions exerted a strong influence in our plans to reorganize and impelled us to make the changes in occupational titles I mentioned earlier.

An example will illustrate our predicament and how we tried to resolve it. A large library employs people in a variety of occupational categories and under different career programs. I had two most troublesome areas: my acquisition personnel were Military Intelligence Operations Specialists while the catalogers and reference personnel were Librarians. This created two significant handicaps - the Library could not operate with a single attractive career ladder - and the people who were climbing our short ladders couldn't jump over to the other. We had more ladders than a fire department, but none that would reach to the top of the building. For this reason and because we are introducing some drastic changes in our entire operations, we converted all our professional personnel to Technical Information Specialists. This new series best describes our present and planned operation, allows us to tap new recruitment reservoirs and provides a realistic career ladder.

The second big M stands for materials - the core of any library. There are essentially three methods for obtaining materials: (1) as gifts, (2) by exchange, and (3) by purchase. I won't spend any time on gifts except to say that in the military gifts are nonexistent.

Procurement via the exchange channel is predicated upon three conditions: (1) you have something to exchange, (2) the other party has something to exchange, and (3) the exchange is acceptable to both parties and it is permissible. Procurement by exchange for some libraries is the most lucrative method, especially with foreign organizations. In many instances this is the only manner in which some materials may be obtained. In my case our prime method for obtaining maps has been through formal exchanges with foreign mapping organizations. This worked well for about 15-20 years following World War II when we had much more to exchange than other countries had. However, the shoe is now on the other foot, so to speak, and countries are more reluctant to exchange. By the same token, we have less to exchange. We now find countries either are not interested in our materials or can obtain them by purchase or through some giveaway program.

When one can't obtain materials as gifts or through exchanges, then purchase is the last resort. Where money is involved, problems are unending. I presume that most of you have sums of money that are earmarked for the purchase of library materials. I suspect that most of you consider your budget for this purpose as woefully inadequate. Strange as it may sound, I have never experienced a lack of purchase funds. My budget of better than $200,000 per year for purchasing would probably seem like access to Fort Knox to most librarians. My purchase problems primarily concern selection and scheduling - what do I buy - when - and how.

Nothing is more frustrating than the mechanics of routine purchases. I can frequently purchase an item from overseas more quickly and usually more cheaply than I can from a domestic dealer. Luckily we obtain most of our library materials from overseas. The fault lies not so much with the domestic dealer as in our own purchase procedures and the regulations we must follow or, more exactly, the

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purchasing agents' interpretation of the laws and regulations.  Would you believe
that to purchase a map of Washington, D.C. from a vendor who was stationed in
front of the Lincoln Memorial permission had to be obtained from my CO for an
exception to the Buy America Act?  Why?  This particular map was compiled by a
Spaniard and was printed in Spain.  I don't suppose that the drafters of this
act ever envisioned such a narrow interpretation.

Despite these irritating restrictions large libraries do accumulate large
volumes of materials and these materials must be arranged in an orderly fashion
for quick retrieval.  This takes large dimensions of space and large outlay for
filing equipment and therein lies the rub.

Libraries have a habit of increasing in size.  Further, the library must be
located in close proximity to the user or it just isn't used.  The researcher,
unfortunately, will make do with the materials he has on hand rather than exploit
resources that are less accessible.  This means the library will occupy prime
space, lots of it, and it must allow for expansion.  The bigger you are, the
worse this problem becomes.  Requests for more space and more filing equipment
normally are rejected or neglected by the various elements in management.  The
sight of thousands of map cases, row upon row of book shelves, document cases
and a variety of other types of filing equipment invariably generates questions
from the "higher ups."  Why don't you rid the collection of obsolete materials?
Why don't you miniaturize?  No matter how effective your obsolescence program,
it is never good enough.  Your statement that it takes as much time to remove
an item as it does to add it rarely receives an appreciative response.  Minia-
turization is a popular concept for management and especially for the commercial
companies who sell such systems.  It isn't quite so popular with those most
concerned - the librarians and the library's customers.

Filing equipment presents its own problems.  What to buy, how much, what kind.
So many libraries begin with good looking filing equipment;  but as the years
pass and budgets vary, they become a hodgepodge of multicolored wood and steel
monstrosities.  Filing cases obtained through GSA are normally manufactured by the
lowest bidder.  Heavy use of these files all too soon proves why he was the lowest
bidder.

When you're in the Army, you have another problem with materials - accountability.
This occurs in two categories - economy and security.  Accounting for either
involves a lot of effort and a lot of paperwork.  We have an Army regulation
which requires treating bound books as accountable property.  This means some
library official must be bonded, vouchers must be maintained - it means yearly
audits, forms and procedures for transfers, authorized signatures, inventories,
plus other time-consuming requirements.  True, some Army libraries are totally
exempted while others have limited exceptions.  Nevertheless, the regulation
does exist.  To the best of my knowledge, our sister services don't have it;
why should we?  Why should books be accountable while equipment and supplies of
equal or greater cost are exempt?

Accounting for classified documents is a constant headache. Nothing worries a library manager more than the possible loss of a classified document. Some of us are held accountable for many thousands of classified documents and the likelihood of error in their handling is great. Library personnel who handle classified materials are paid the same as those who never see a classified document. This should not be.

The third M is probably least understood or appreciated by librarians - Money. Where do we get it? How do we get it? How much do we need? How can we spend it wisely? Money matters in most agencies are decided by the controller and other members of the staff. We, in the library field, find this area very difficult to penetrate. The money people seemingly move in very mysterious ways but seldom are moved toward sympathy.

I looked over my position description recently, and there in bold letters is the statement that "I formulate the Division budget estimate." Considering that we manage to spend two million dollars each year, budget preparation should be a very important undertaking. To tell you the truth, where money matters are concerned, the budget people ask very few questions. I provide monthly statistics on manhour expenditures plus figures on monies spent for purchases and services. The relationship between them and the budget figures is hard to discover. Maybe this is the only way a basis for projected money needs can be established and supported. So I agree. Anything that I might add would only confuse the issue.

Perhaps most of the managerial problems result from, or are solved by, the position of the library in the parent institution structure. A big complaint from many librarians is on this very subject. There is no pat answer to this problem, if indeed there is a problem. Presumably, the ideal location is as close to the top as possible. Too often, this is neither possible, nor, in some cases, desirable. Many libraries are not self-supportive and must be attached to another organizational element. This is particularly true of small libraries. The large library, on the other hand, usually can and does stand alone. It enjoys certain organizational advantages unknown to the small library. It probably has a responsibility that extends beyond its parent organization. Its physical size, both in numbers of personnel and amount of material, is such that it cannot be attached to or hidden in some insignificant organizational substructure. Our Library is also the Map Library for the DOD and as such is somewhat immune to some of my agency's operational and production ups and downs.

Where then, should the library be located organizationally? I say place it where it can best accomplish its assigned mission.

Two aspects of any library must be clearly understood:

1. It must have a function.

2. It must have the authority and means to carry out that function.

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We are rather fortunate in the Information Resources Division at AMS. As a division we enjoy prestige as well as responsibility. We receive full command support and we are considered an integral part of the map production process. We have clearly defined published functions. We are allotted numbers of people which are, generally speaking, adequate to fulfill our mission and function. Unless you enjoy this kind of recognition and support, you will never operate as you should. I would add at this point that recognition of this kind cannot be decreed - it must be earned. Let's never forget that a library is a service organization and that it exists for no other purpose than to serve its users. Library employees who perform these services poorly or grudgingly should seek other types of employment. They will never add lustre to your organization.

Prior to reorganizing, the AMS Library was subdivided into six branches of twenty sections and units. It was structured along classical lines with the division of labor based on the nature of the material. That is to say, I had a Book Branch, a Document Branch, a Map Branch, a Repromat Branch, etc. An organization splintered into many branches, sections, and units is very difficult to control, from a manager's position. When each branch is a library in itself, problems multiply and are compounded.

For many years I observed interbranch jealousies and petty bickering, a lack of loyalty to the library as an entity, difficulties in qualifying personnel for interbranch moves, an inefficient use of personnel, impossibility of developing adequate standards, and many other irritants. Civil Service Standards added to the woes. As you undoubtedly know, the Library Standards referred primarily to books while other library materials such as maps, documents, film, etc., were rarely mentioned and little appreciated. As a result, I had great difficulty in justifying librarians to work with such materials. The new Civil Service Standards don't help one bit. For these reasons and because automation requires certain structural changes for optimum effectiveness, I have reorganized the library into three functional branches, eliminated the name "Library" and converted my professional personnel to Technical Information Specialists, Series GS-1412. The changes are too recent to claim success. Next year perhaps I will know.

All too frequently, we as managers are called upon to personally perform library or other services for our superiors, our friends, our professional colleagues. Some services may be distasteful, some unrealistic; all demand our time and ingenuity. It matters little that we have employees who can do the job better than we. In deference to the requesters' status, our personal attention is a "must" and often a misery.

This personal touch extends to our visiting one another, if for no other reason than to view each others' library and listen to each others' problems. These visits or personal contacts we find both necessary and desirable and, at times, even pleasurable. After all, that is exactly what we are doing here today. Would you dare say, for the record, this is a time waster? Of course you wouldn't!

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In the foregoing I have attempted to point out a few of the problems one encounters in managing a large Army Technical Library. As you may have noted, they are more typical than unusual. Please note further, I offered no solutions. Had I known them, there would be little reason for my attending this workshop. From our panel discussion, many other problems will emerge. Hopefully, we as a group, will be able to discover or develop methods for their solution. If we do, even on a modest scale, then this workshop will have served well the purpose for which it was created.

If I were asked how one succeeds as a library manager, it would go something like this: pray for a sympathetic Commanding Officer; inherit an understanding superior; select a bright, ambitious assistant; appoint hard working supervisors; recruit competent professionals; and keep in mind that a library that runs well without you is a well-run library.

# MANAGING A SMALL NAVY RESEARCH LIBRARY

## By Arthur L. Carrol

I will not dwell on personal experience nor tell you about the Technical
Library of the Mine Defense Laboratory. The brochures that I have pro-
vided for you will tell you all about both. I will say however that I
have found two major factors that seem unique to me at least, in managing
a small research library. The first is that the manager not only manages
but also participates extensively in all of the operating functions of
the library and especially in selection, reference, and literature search.
The second factor is the closeness between librarian and users. You
really get to know the users, all of them personally, and of course there
are many obvious advantages in that.

Instead, let me tell you today of the case of the small research laboratory
located far away in a beautiful little mountain town in the West. It is
called the Insuperable Donut Laboratory, acronymically and better known as
IDLe. IDLe recently changed its name. It used to be known as the Price-
less Donut Laboratory or "PiDdLe." Someone had suggested that it be called
Distinctive Donut Laboratory - "DiDdLe." Another suggested Fictive Donut
Laboratory or "FiDdLe." But among "PiDdLe,""DiDdLe," and "FiDdLe," "IDLe"
was chosen as best for the image.

First, let me tell you a little bit about IDLe. IDLe is engaged in
research, development, testing, and evaluation of insuperable donuts.
There are about 400 people employed at IDLe. Of those 400 IDLe personnel,
there are 190 scientific types - physicists, mathematicians, and engineers
of various kinds - all involved in the development of an insuperable donut.
Aiding in this pursuit is the IDLe Research Library serving primarily the
scientific personnel from a collection of about 40,000 items. At the
present time, there are 4 Librarians and one Library Assistant on the
IDLe Library staff. Up until 4 years ago however, there were only 3
people on the staff. But because the laboratory was growing and IDLe
personnel were busier, and because the library staff was not performing
the types of professional library services that management felt it should
perform, the position of Head Librarian was upgraded and a new Head Librarian
was eventually hired.

The new Head Librarian was a stickler for service. Above all else, he
believed in SERVICE - devoted, unrelenting, professional, personal, out-
standing, service-first-and-all-else-be-damned, SERVICE. For he, like
Emerson, knew that if "... you serve and serve well, you cannot by any
hiding or stratagem, escape the remuneration." And so, after spending

2-3 months acquainting himself with the laboratory and his new IDLe job, the Head Librarian submitted a report to management. The report covered all aspects of library services and operations and made extensive recommendations for improvement. Nevertheless, as time went on, the major recommendations of his report had not been implemented despite his aggressiveefforts, follow-up memorandums, and continued demonstration of improved library service. Things continued like this until one day an IDLe Efficiency Engineer from the IDLe Office of Efficiency Management showed up and announced he was to conduct - you guessed it - a good ole management survey! So he did and then submitted his report.

Now I know that all of you have experienced, at one time or another, a management survey or two - and that as a result you have read some pretty ridiculous survey reports. Well, the IDLe Librarian thought he'd seen a few too - but this one, the report of the IDLe Efficiency Engineer, topped them all. It was a classic - I mean the ultimate in efficiency analysis. And so, since my theme today is "Managing a Small Research Library," and since such management must contend with such things as management analysis, and since I was informed yesterday that part of my mission here was to help people solve some of their problems, I thought that it would be appropriate to read to you portions of the efficiency expert's conclusions and recommendations - and the librarian's comments thereto. So listen - and learn.

In his introduction, the Efficiency Engineer philosophized on the timeliness of library service as follows: "This study is predicated on the fact that there is a reasonable amount of time to render library service in support of IDLe scientific work. A reasonable amount of time for this purpose is normally 15-30 days. Service will be provided during this time period except under extenuating circumstances." To which the Librarian replied: "We totally reject the underlying theory of library service prevalent at the beginning of and supported by recommendations throughout the Efficiency Engineer's report, namely, that in providing library service to IDLe personnel time is not of the essence, that the library cease to exert every effort to provide rapid service to laboratory personnel, and that our efforts to service the needs of the scientist not be relentless. We reject such a concept as completely intolerable to our philosophy of excellence in library service. For service is the raison d'etre of the library and we dismiss anything less than excellence in providing it. Instead our goals are those of speed, efficiency, and comprehensiveness intended to bring information to the user promptly, to bring him all that is relevant, and to bring it to him with a minimum of wasted motion, especially on his part. For the IDLe scientist, similar to his counterpart anywhere, demands information, demands it at a faster rate, and demands wider cross-discipline and cross-specialty coverage.

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To conclude otherwise is to be ill-informed. We simply cannot face our user with second class service subdued by time barriers arbitrarily imposed with total subservience to the whims and extremes of efficiency engineering! Under such a concept the insuperable donut will be forever in the making."

Next, in discussing Periodicals the Efficiency Expert made a number of profound recommendations:

1. "The IDLe Library subscribes to 200 periodicals. This appears excessive as most of these periodicals are used by scientific personnel and the number subscribed to represents approximately one for each person." The Librarian said: "The conclusion in the report that 200 appears excessive is supported only by the statement that the number subscribed to represents approximately one for each person. This statement is completely irrelevant and borders on the ridiculous. Nevertheless if it were supportable as written, and if such were to be used as some sort of universal yardstick applicable to all research libraries, shame to the library of Agency A for subscribing to 2,025 titles serving 1,450 personnel; shame to Agency B with 600 subscriptions for 410 people; and shame, shame, shame to Agency C with 900 subscriptions serving a paltry 75!"

2. Efficiency Engineer: "A number of periodicals maintained by the IDLe Library reflect no signs of usage. Pages are immaculately clean and are free of marks and tears. Recommend effect disposition of periodicals which are obviously not used." Librarian: "Clean hands do not of usage make. Nevertheless, we plan to install in strategic locations throughout the library, small bowls of graphite. All patrons will be instructed to scrub before reading - for cleanliness is next to uselessness!"

3. Efficiency Engineer: "Consider those periodicals published within the past 5 years as those necessary to support IDLe scientific work and discard those over 5 years old. The adoption of this recommendation will negate the need to purchase microfilmed copies of periodicals over 5 years old." Librarian: "We totally reject an arbitrary 5-year policy of retention of periodicals. The untenability of such a thoroughly unrealistic, naive, and illogical policy deserves no comment."

The efficiency Expert then had some things to say about documents: 1. "The IDLe Library has a collection of 20,000 documents. It is recommended that this be reduced and that a target of 4,000 be established as the total inventory of the IDLe total.' Librarian: "Last year 5,801 documents were circulated to IDLe personnel - 1,801 more than the 4,000 limit recommended. The recommendation is rejected." 2. Efficiency Expert: "Obtain documents from PPC or other sources as required." Now wasn't that clever? The Librarian said: "We do."

On the collection of 3,000 technical graphs and charts maintained by the IDLe Library the Efficiency Engineer said: "The IDLe Library maintains approximately 3,000 technical charts and graphs. These were acquired originally by the IDLe Technical Operations Staff and transferred to the library for use by all IDLe personnel. Recommend effect disposition of graphs and charts. Requisition them as they are required for IDLe tasks." Librarian: "Since the Technical Operations Staff says that they will have to re-establish the file if it were to be discontinued by the IDLe Library, and that they in turn would make them available to all IDLe personnel and thus function in part as a library, the recommendation is rejected."

The Efficiency Engineer now turned to the book collection with such revolutionary recommendations as:

1. "The IDLe Library has approximately 10,000 books. Some of the sign-out personnel screen books for the purpose of discarding unnecessary books and older editions of the same books." Librarian: "We do." With increasing anger, the Librarian continued: "The Librarian resents the recommendation and rejects it as another redundant repetition of long since established professional practice implied by the Efficiency Expert, as so many other times in his report, that such was not already being done, that rather, his was a new idea."

2. Efficiency Expert: "The need for maintaining a wide variety of similar books on the same subject appears unwise and costly." Librarian: "What a titanic struggle it would be among our users for The Physics Book, The Electronics Book, The Engineering Book... It is degrading to be forced to state the obvious: no two books are similar in content."

Referring to the bibliographic and the RDT&E Data Bank services of PPC the efficiency expert said, "Utilize the services of PPC to the maximum extent possible." To which the librarian monumentally replied: "We do."

On deep indexing of documents for computer retrieval the expert noted: "The deep indexing system proposed by the IDLe librarian will afford major improvement in services to be rendered. Therefore, the introduction of the deep indexing process is not essential to the efficient operation of the library." The librarian replied: "We will not comment on the obvious contradiction between the expert's conclusion and recommendation. Only to say that while the rest of IDLe progresses, our expert would have the library regress, revert to archaism, oblivious to the present let alone the future. We will not, cannot, be privy to practices enumerated under the protective shield of efficiency engineering."

On facilities, specifically space, the expert stated: "Additional facilities will not be required if recommendations provided by this study are approved."

The Lib· ·'.an wryly commented: "If not approved, we will expect additional space."

And finally on the matter of personnel: "The implementation of recommendations in this study will not result in any manpower savings at the present time. The workload that would be imposed in complying with these operations precludes personnel decreases. However, further study will be made after one year in order to accurately determine manpower requirements." The Librarian said, "We are surprised at the apparent inconsistency of the Efficiency Expert - in first recommending the virtual destruction of the library, and then not recommending manpower cuts. Or are we too remiss in asking: Will we spend one year participating in our own destruction?"

In his final statement the Librarian concluded that "the efficiency expert's report reminds me of another method engineer who recently conducted a management study of the Royal Festival Hall in London. After attending a concert there, the analyst submitted the following report:

[1]'For considerable periods the four oboe players had nothing to do. The number should be reduced and the work spread more evenly over the whole of the concert, thus eliminating peaks of activity.

'All twelve violins were playing identical notes; this seems unnecessary duplication. The staff of this section should be drastically cut. If a larger volume of sound is required, it could be obtained by electronic apparatus.
'Much effort was absorbed in the playing of demi-semi-quavers; this seems to be an unnecessary refinement. It is recommended that all notes be rounded up to the nearest semi-quaver. If this were done it would be possible to use trainees and lower-grade operatives more extensively.
'There seems to be too much repetition of some musical passages. Scores should be drastically pruned. No useful purpose is served by repeating on the horns a passage which has already been handled by the strings. It is estimated that if all redundant passages were eliminated the whole concert time of two hours could be reduced to twenty minutes and there would be no need for an intermission.
'The conductor agrees generally with these recommendations, but expressed the opinion that there might be some falling off in box-office receipts. In that unlikely event it should be possible to close sections of the auditorium entirely, with a consequential saving of overhead expenses, lighting, attendants, etc. If the worst came to worst, the whole thing could be abandoned and the public could go to the Albert Hall instead.'"

How did it all come out? Well, the IDLe librarian tells me that a tremendous furor was created around the laboratory as all enemies and former victims of efficiency analysis flocked to the support of the IDLe librarian. The IDLe library became the rallying point for the cause of all

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[1]"How to be efficient with fewer violins." In Testing Topics, Vol. 10 (2), October 1955.                    37

the scientists whose apparently latent anti-efficiency experts feelings
had now surfaced. Wide unofficial circulation of the report and the
librarian's comments thereto were made. The librarian became known as
YOUR FIGHTING IDLE LIBRARIAN! And finally after six months of further
operations research analysis, meetings, conferences, and discussions,
it came to pass that (1) the librarian was promoted, (2) more space was
granted for the library, (3) the library staff was increased, (4) the
computer program was begun and now, the IDLe librarian is back to running
the library and giving service and living happily ever after.

## MANAGING A MEDIUM SIZE AIR FORCE TECHNICAL LIBRARY

### By Jane M. Wheeler

The problems we are facing today are the reasons why we are looking more
and more in the direction of cooperative plans. Broadly speaking - The
Wright-Patterson Technical Library's paramount problems are shortages of
funds and space, coupled with increasing demands for service. Essentially,
these same problems, in varying degrees, probably apply to the majority of
libraries, regardless of size or branch of service. Let us examine these
factors in detail.

First, shortage of funds. I don't know if this problem applies to all of
you. I do know that the Wright-Patterson Technical Library has suffered
greatly since the Vietnam conflict. When I say "Wright-Patterson Technical
Library," I am actually talking about a LIBRARY SYSTEM, as we consist of a
Main Library, 2 branch libraries, 3 field libraries, and numerous office
collections. We are the source of scientific and technical commercial
publications support for approximately 85% to 90% of all organizations and
tenants at Wright-Patterson AFB (which has a population of around 28,000).
Furthermore, approximately 1/3 (over 4700) of all active Air Force personnel
in science and engineering fields are located at Wright-Patterson AFB. In
FY 68 we received only 31% of our budget requirements for commercial publica-
tions to support these activities. From these figures you can see how drasti-
cally we have been affected. I know you are all well aware of the obvious
problems, such as inadequate support for the scientist, engineer, and
management, due to lack of funds, so I won't dwell on that. Instead I will
bring to your attention some of the indirect results which have evolved.

a. One of our greatest problems - one, incidentally, which is mount-
ing constantly - is that of interlibrary loans. We do a large volume of inter-
library loan business. To illustrate, in the past year we borrowed 3,016
publications and loaned 6,044. You can readily see that we loan twice as
much as we borrow, which is indicative of the extensiveness of our holdings.
However, in the past year, because of lack of funds, we have been forced to
drop numerous journal subscriptions. This means we are, and will continue to
be, much more dependent upon interlibrary loans. Coupled with our increased
dependency upon interlibrary loans is the growing policy of many libraries
not to lend hard-copy, but to supply reproductions at a fee. And, we have
no means whatsoever to pay this fee. Under these circumstances it is
necessary for us to continue to submit interlibrary loan requests until a
library is found which will loan hard copy. As a result, we make an
AVERAGE of 2 requests to obtain 1 loan. This figure has gone as high as 19
requests for a single item before a library could be found who would lend
the actual volume. 5, 6, 7, and 8 inquiries per item are not unusual for us.
Also hampering us is the policy of many libraries to not loan any item unless

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the total number of pages exceeds a certain minimum which is established
by the lending library. This minimum is about 10 pages. As most indivi-
dual papers in published proceedings, journals, etc., are less than 10
pages, those libraries have very effectively stymied interlibrary loan
requests. When this happens, we must try to find a library that does not
have such restrictions. Thus, many, many manhours are consumed in trying
to locate a library who will lend hard copy. This is a very real problem -
one which I can't stress too much.

    b. Another offshoot of .he   nds problem is its effect on the space
problem. Space is becoming  . . .tical that we have been considering the
replacement of part of our bo...d journals with microfiche or microfilm;
however, we have no funds to accomplish this. This leads us in turn to
another problem - that of publications which the library is forced to
declare excess because of the valuable space they are occupying.

    c. Air Force regulations are such that excess publications, such
as bound scientific journals which receive little use, can be transferred
only to other Air Force libraries. If no Air Force library wants them,
they are sent to the  Redistribution and Marketing activity where they
will either be offered for sale (I was told that they sell for 5¢ a volume,
but I don't know how reliable my source was) or destroyed. I was also in-
formed by a Dayton business man that he had assembled a very valuable
library by purchasing books which had been turned in as excess by Air Force
libraries. Presently we have 210 volumes of little used scientific and
technical journals which are occupying critical space. No other Air Force
library wants them. Yet we cannot sell them to dealers, exchange with
dealers for wanted titles, or even give them away to college or university
libraries. We've held on to them as long as we possibly could, but in the
next few weeks we will have to send them to Salvage.

    d. Here is another situation which has arisen due to decreased funds:

    In June 1967, the Wright-Patterson Technical Library, after many
months of work which could be accomplished only by the addition of a
temporary professional librarian to our staff for a one year period, sub-
mitted a complete record of its journal holdings for publication in the
Miami Valley Union List of Serials, a cooperative effort among 10 academic
libraries, the Dayton Public Library, and the various special libraries in
the area. In the interim between submission and publication, the greatly
reduced FY 68 funds necessitated the elimination of many of the journal
subscriptions. Now the library faces the task of submitting corrections
for  publication which became obsolete before it was published. Futher-
more, participating libraries, facing decreased budgets, may have based
their acquisitions decisions on their ability to borrow journals available
in the Miami Valley.

There are many bothersome small problems due to inadequate funds. I'll not
go into those, but pass on to the problem of personnel.

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The greatest problem in recruiting personnel for the Technical Library is not, contrary to expectations, the inability to obtain professional librarians, but the inability to obtain staff in reference positions with subject background. In my opinion, subject background is of primary importance in a scientific library's reference department. A librarian with a liberal arts degree cannot be expected to answer in depth scientific queries. A science major can be library oriented, but the reverse is very difficult. Of course, the ideal would be a library science degree with a degree in the physical sciences, but this is a rare bird indeed.

A third large problem is communications between the libraries and the using activities, especially since the birth of the STINFO program. The boundaries between libraries and STINFO have not been clearly defined. At Wright-Patterson, where there are numerous STINFO offices, we are experiencing two extremes - either the STINFO office does all the research and reference for the user (even coming to the library and looking up the information themselves) or does nothing for the user except to tell him to go to the library. In addition, we are discovering much duplication of effort between the libraries and the STINFO offices.' Poor communications also exist as to sources of information - who has what on Wright-Patterson. The library is usually the first place called when someone is attempting to locate any type of information whatsoever - technical orders, drawings, specifications, and even information on Wright-Patterson organizations' activities. I'm sure all of you know what I mean! There are all types of collections on the Base, yet no one knows what is where. To combat this situation, we formed a committee of 3 librarians and 4 STINFO officers to compile a DIRECTORY OF WRIGHT-PATTERSON AIR FORCE BASE INFORMATION SOURCES. We completed the DIRECTORY a few months ago. We feel that it is far from inclusive, but at least it is a step toward coordinating the information sources.

Another problem of great magnitude is INCREASING DEMAND FOR SERVICE. What is the extent of service to be given in support of the varibus activities' missions, particularly in the purchasing of books for individual offices? We have 3 types of loans: (1) the regular loan period of 4 weeks; (2) one-year loan periods to individuals and (3) indefinite loans issued on memorandum receipt to Responsible Property Agents. The latter two types are requested from us by letter which includes a detailed justification. In the past, only books used daily for reference purposes were considered justifiable (such as handbooks, tables, etc.). Now many activities are requesting all types of books for one-year loan periods. The requesters insist that a four-week period is not sufficient, that requesting renewal every 4 weeks is a waste of time plus the chance that someone else has put a reserve in for it, that the library is too distant from the using activity (we have one prime user a block away who says that!) and they give various other reasons, some valid, others not so valid. One patron candidly admitted that he would probably never open the books, but wanted a collection in his office for prestige purposes.

When the publication requested is peculiar only to the requesting activity there is no problem (providing, of course, that we have funds!). We will order it and issue it for a longterm period (example: city directories of Ohio, Michigan, and Kentucky for the Office of Special Investigations; the Film Directory for the 1350th Motion Picture Squadron; USA Standards for the Civil Engineer). But when many activities want duplicate copies of books that are in the libraries (exclusive of handbooks, tables, etc.), what criteria (besides funds, obviously) should be used to determine their purchase?

On the other hand, when the library cannot, or will not, purchase additional copies, the requesting activity in many cases will purchase their own books. Sometimes they send the books to the library to add to the library's records (in the Air Force bound books are accountable property), after which the books are issued to the activity on indefinite or long-term loan. Many times they purchase and retain books within their activity with no records. This practice negates the library system - in effect, it is a splintering and weakening of the system, the ultimate outcome being many small collections with no strong central library.

These, then, are the problems confronting us. And what do they add up to? I'm sure you have all discerned the pattern and the direction in which I am heading. Namely, we must have a coordinated acquisitions and communications system on a large scale between libraries. We must have shared cataloging and a highly sophisticated information retrieval system between libraries. And I believe there should be one national agency in the physical and applied sciences to whom we could look for storage, access, and retrieval of information - one large central library - from which the smaller libraries could receive these services through terminal hook-ups.

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## MANAGING A MEDIUM SIZE ARMED FORCES ACADEMIC LIBRARY

### By Nancy L. Ballard

The mission of the Industrial College of the Armed Forces is to "conduct courses of study in the economic and industrial aspects of national security and in the management of resources under all conditions, giving due consideration to the interrelated military, political, and social factors affecting national security, and in the context of both national and world affairs, in order to enhance the preparation of selected military officers and key civilian personnel for important command, staff and policymaking positions in the national and international security structure." The Library has the mission of providing a complete library service for the entire College.

There are two basic problems which seem to be prevalent in most government libraries - procurement and recruitment of personnel. Of course, all Defense libraries do not have the Defense Supply Service as their procurement agency; however, I am confident that all military librarians have heard of the problems in dealing with DSS. I understand though that there are other procurement agencies that are worse.

The recruitment of personnel is another matter. All of us know there is a great scarcity of Librarians. It seems to me that the Civil Service Commission has gone from one extreme to the other in qualifying Library Assistants or Technicians as Librarians. Individuals who have worked in libraries for years and have taken courses through the various colleges are required to take a "subject matter" exam. The Commission is quite slow in scheduling these exams and from what I can gather, this exam is more for a Public Librarian than a Special Librarian. On the other hand, you can hire someone straight out of college who has passed the Federal Service Entrance Exam as a Librarian and train him. To me, much is to be desired of this system.

In addition to these basic problems, there are several situations that I believe are unique to the Industrial College Library. The first of these is circulation. We employ an open stack policy and the Library is open whenever the building is open which is 18 hours a day; however, the staff has regular duty hours of 8 to 4:30. For this reason, we must rely on an honor system as well as a self-service system. This method has worked fairly well in the past. Personnel assigned to the College know that they should charge out all material from the Library. The majority of Library clients abide by the rules; however, occasionally we have a delinquent individual who will remove items from the Library with the cards remaining in them. For the most part we have no time limit on items charged and only recall a book when we have a request for it. This individual knows that we cannot recall a book if we don't know who has it and has used this method of assuring the retention of the item for as long as he needs it.

Most books that disappear during a school year are recovered at the end of the year. We do lose some books but the percentage is low according to most standards.

As is true in most military academic institutions, we have a joint program with a local university. The Industrial College has the agreement with George Washington University. I believe ours is somewhat different from the other service schools in that these GW courses are taught during the day along with the core curriculum. Each student is required to take 2 semester length courses each semester in addition to the regular course. He may take these for credit from GW or not. However, since the courses are required, the textbooks must be furnished. The Library has the responsibility of procuring, processing, charging, and distributing these books to the students. The procurement of textbooks has improved somewhat during the past few months due to an agreement with DSS. We indicate on our requisition that they are textbooks and DSS orders directly from the publisher, rather than the contractor. This way, we get the books more quickly and usually at text edition prices.

In addition to the textbooks, the Library has the responsibility of providing the required reading for the core curriculum. Most of this material is extracted from books and periodicals. We acquire the proper permission, provide for payment when required, arrange for the printing, and make the distribution at the proper time. Usually, periodicals are no problem; however, books are a different matter. Most book publishers are quite slow in answering letters and as a result it usually requires a telephone call in order to receive either an affirmative or negative report from the publisher. Since time is of the essence, this does not help matters any. Quite frequently, we are denied this permission and the faculty member has to select another article. This delay presents another problem as we must write more letters and wait for the answer. Most of these readings change from year to year so that practically eliminates the printing of books of readings for the individual course. Also, almost every course includes one pamphlet which is purchased in sufficient number for students and faculty. This would be hard to incorporate in a book of readings.

As is true in most academic institutions, each student is required to write a thesis or research paper. The students of the Industrial College can choose from a list of approximately 800 subjects - all dealing with some aspect of defense management. Although students are required to do their own research, the Library must assist them in their searching and in addition acquire either by loan, purchase, or gift the material each needs to complete his research. We do try to have the basic material needed for these research papers; however, it is almost impossible to satisfy all requests. Approximately 50% of these research papers are also used at George Washington as the thesis requirement for the student for his master's degree. As a result, there are times when the staff is called upon to give technical assistance to the students regarding format for footnotes and bibliographies.

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Three years ago, major changes were made in methodology, curriculum, and curriculum flexibility. The basic curriculum has now stabilized through a long-range plan; however, implementation of this plan is gradual, with changes each year. The Library has adjusted to these changes with additional procurement and reference services to the faculty.

In addition to the changes through implementation of the long-range plan, there is a constant change in faculty. Approximately 60% of the faculty is military, which means that from 1/5 to 1/4 of the faculty changes every year. The demands on the Library vary with the qualifications and background of these faculty members. Some faculty are accustomed to having extra special support whereas others require little support and do the majority of their own research.

We realize that the Industrial College is not unique with its problems. We do feel that none of these problems is unsurmountable. We are trying various improvements. We have changed from a regular system with each individual signing a charge card to a charge machine. This has been a time-saving device for the employee on the Circulation Desk. We are leaning more toward microfilm and microfiche with the addition of portable readers which the students and faculty may check out and take to their rooms. In addition, we have acquired a mechanized filing system for the Technical Processing Section. This is quite a time saver in that section. With the College acquisition of a small computer with high speed printer, it is hoped that the Simulation and Computer Directorate will be able to give the Library some assistance in a few library operations. Also, we are striving for better faculty-Library cooperation by suggesting longer lead times on requests. We feel that we can give better service if a job is not rushed. The faculty know in advance what is expected of them and this advance time could be passed on to the Library. All in all, we do feel that Library operations and services are improving.

## SUMMARIES OF WORKSHOP SESSIONS

### GROUP I - LIBRARIES WITH STAFF OF OVER 20

#### By Frank T. Nicoletti

Our group concluded that you cannot discuss Library Management in one
hour and fifteen minutes. A subject as complex as this requires much
homework and thorough review by those experienced in this facet of
librarianship.

We also concluded that more time should be devoted to workshop sessions
and less to formal presentations, particularly by non-members. Too
many tours do not add to workshop productivity (these are my personal
opinions). Panel groups were too large and many who attended had little
or nothing to offer, principally because they had never been deeply in-
volved in management. Since workshops depend on both give and take by
all participants, future invitees should be restricted to those who
can offer something to or benefit from the Workshop topic of discussion.

Unfortunately, too much time was spent in my answering queries regarding
the conversion of many Army Map Service Librarians to Technical Informa-
tion Specialists. Queries concerned (1) mechanics of such a conversion
(2) advisability (3) advantage or disadvantages (4) melding both types
in a single organization and (5) effect on employees of such a change.

We also discussed a most common problem concerning personnel - their
unavailability, salary inequities, workload standards, etc. Needless
to say, we all had similar problems with no solution in sight.

SUMMARIES OF WORKSHOP SESSIONS

GROUP II - LIBRARIES WITH STAFF OF 10-20

By Jane M. Wheeler

## Library Committees.

A committee is valuable in helping the librarian solve problems such as
obtaining additional space; however, the committee should not run or
operate the library.  It should act in an advisory capacity only.
The Library committee is just as good as the librarian.  The committee's
functions should be set down in black and white - how much it can re-
commend, etc.  In brief, it should define the limitations of the committee,
so that it cannot attempt to assume too much responsibility.

## Changes in Command.

Frequent changes in command harm the library.  The librarian should approach
the new commander as soon as possible, brief him on the library's program,
and sell the library to the commander.

## Public Relations.

A good public relations program is probably the most essential facet of
good library management.  The librarian should sell his library not only
to management but to patrons.

## Services.  How far should library services be extended?

Set up branch libraries and office collections as necessary, insofar as
time and staff allow.

## Lost Books.

How can theft be detected?  No solution - accept loss.

## Weeding.

Criteria suggested:  use, edition, date, duplicate copies, condition and
value of collection.

## Disposition of Excess Publications.

When no other library wants your excess publications, send them to the
Library of Congress.

## Reduction in Force.

What, if anything, can the librarian do to prevent elimination of positions? The librarian must be able to convince the individual responsible for the decision of the essentiality of the affected positions not only to the library but to the entire activity.

SUMMARIES OF WORKSHOP SESSIONS

GROUP III - LIBRARIES WITH STAFF OF LESS THAN 10

By Arthur L. Carrol

Group III agreed unanimously that it was by far the best group of the Workshop.
Its discussions included:

1. <u>Manpower Requirements.</u>  The group discussed the problem of determination
of manpower requirements.  There are standards in the Army and Air Force where-
from requirements are determined.  The Army's standard, applicable to all types
of libraries, is based on the number of items in a collection and the Air Force
standard, applicable to base libraries only, is based on military population.
The group concluded that although it is recognized that manpower is affected
by unit manning documents and activity ceilings, and despite the existence of
some standards, the combination of the following factors leads to the eventual
attainment of increased support:

    a.  The selling job of the Librarian.
    b.  Good and continuing "public relations."
    c.  Communication with management.
    d.  Above all, continuing demonstration of outstanding service to
        the organization.

2. <u>GS 1412 Series.</u>  Group III agreed that at long last, librarians are beginning
to recognize and accept the 1412 series and the benefits to be derived from
personnel in this series.  The group also agreed that not only should this trend
continue but that librarians themselves become qualified in the 1412 series by
application to the Civil Service Commission.

3. <u>The Federal Library Mission Statement.</u>  Several of the group had never heard
of the statement; Most had not made management aware of its existence.  Agree-
ment was reached concerning its potential value.  Group III therefore proposed
the following resolution for adoption by the Workshop as a whole:

    That the 12th Military Librarians Workshop recommend to the
    Federal Library Committee that a re-issuance of the FLC
    Federal Library Mission Statement be made to all DOD
    installations having libraries, that the statement be add-
    ressed to Commanders of these installations, and that the
    statement should be forwarded by cover letter from top DOD
    level and should contain an expression of DOD support.

4. <u>DDC Charge for Hard Copy.</u>  On the $3.00 charge by the Defense Documenta-
tion Center for documents in hard copy, Group III expressed vehement objection.
Since DDC does not charge for microfiche copies of documents however, Group III

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participants were queried on the use of microfiche. Interestingly, of the 43 small libraries (staffs under 10 personnel) represented,

    a.  none use microfiche now;
    b.  none want to use microfiche;
    c.  all do not foresee its use;
    d.  all agreed that hard copy and an active weeding program for small libraries is far superior and that no amount of brainwashing about microfiche could convince us or our users otherwise.

Group III therefore recommended that the Workshop formally submit its strong objection to the charge of $3.00 for hard copy by DDC by letter to the Director of Defense Research and Engineering, Department of Defense.

5. **Grade Structure of DOD Librarians.** The group discussed grade structure of librarians and its interpretation by DOD classifiers. The discussion resulted in the following resolution for adoption and action by the Workshop:

> The Military Librarians Workshop has become greatly concerned about grade structure for Librarians in DOD. It is felt that grade levels are not commensurate with those of other federal agencies, or with the modern responsibilities of the positions; that proper career development is being denied military librarians; that DOD is losing personnel to other federal and non-governmental libraries; that recruiting is hampered; and that morale of military librarians is lowered.
>
> It is therefore resolved that this situation be called to the attention of DOD authorities and that a Grade Alignment Survey of the 1410, 1411, and 1412 series be requested from the Civil Service Commission.

SUMMARIES OF WORKSHOP SESSIONS

GROUP IV - LIBRARIES WITH STAFF OF LESS THAN 10

By Nancy L. Ballard

The following topics discussed in this group representing small libraries might
seem petty to some;  however, they were quite important to the individuals
concerned.

    1.  Extraneous Duties - such as messenger service.
After much discussion, it was decided that this goes back to selling a
better image of libraries and librarians to management and also that our
services have a dollar value.  If supervisors insist on burdening the library
with such duties, the Librarian can state the various duties to be performed
and ask the supervisor to eliminate in order to do these extra duties.

    2.  Procurement.
Question of blanket justification for foreign purchase of periodicals.
Statement was made that books and periodicals are exempt from this justifica-
tion.
Question regarding blanket requisition for purchasing locally.  No one could
give any assistance to this.

    3.  Binding vs microfilm for periodicals.
Question of advisability of converting periodicals to microfilm.
Concensus of opinion was that senior staff members and scientists will not use
microfilm.

    4.  Defense Documentation Center.
Problem of obtaining hard copy free.  Most individuals had experienced delay
in transfer of funds for coupons.  No solution.

    5.  Problem of one newly assigned individual war how to start from scratch
when she was not familiar with the agency.  Advice was to study organization
chart, set up interviews with top men to get their opinions of what to be
thrown out, then weed.  Continue to get ideas from older staff members.

US ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania 17013

AWCSL                                                    10 October 1968

SUBJECT:  Resolution of 12th Military Librarians Workshop


Dr Rudolf A. Winnacker, Historian
Office of the Assistant Secretary of Defense
  (Administration)
Washington, D.C.   20310


1.  The U.S. Army War College was host to the 12th Military Librarians
Workshop convened here at Carlisle Barracks 30 September - 2 October
1968.  The theme of the Workshop was "Managing a Military Library."
This subject was discussed in round table sessions in which the 190
participants representing over 140 Department of Defense Libraries were
divided in groups based on the size of their libraries.

2.  At the summary session of the Workshop, each group, whether repre-
senting large libraries or small, identified the subject of personnel,
as its greatest problem.  To formalize its concern, so that it could
be brought to the attention of responsible Department of Defense
officials, the following motion was made, seconded, and passed.

### RESOLUTION BY THE 12TH MILITARY LIBRARIANS WORKSHOP

This Workshop, during the course of its discussions has ascertained
great concern over the grade structure of librarians within DOD.
It is felt that grade levels are not commensurate with those of
other federal agencies, or with the modern responsibilities of the
positions;  that proper career development is being denied military
librarians;  that DOD is losing qualified personnel to other federal
and non-government libraries;  that recruiting is hampered and that
morale of military librarians is lowered.

Be it therefore resolved that this situation be brought to the
attention of appropriate DOD officials for study/remedial action,
particularly as pertains to the GS-14.0 and 141! series.

FOR THE COMMANDANT:


                              ALAN J. BLANCHARD
                              Director, Library

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AWCSL                                                          22 October 1968


Mr. Paul Howard
Executive Secretary
Federal library Committee
Library of Congress
Washington, D.C.   20540

Dear Mr. Howard:

You were present at the business meeting of the Military Librarians
Division, Special Libraries Association, held during the recent
Military Librarians Workshop. As you no doubt recall, three resolu-
tions were passed:  one on grade structure of the GS-1410 and GS-1411
series within DOD, which was sent to Dr. Rudolf A. Winnacker on
10 October, with a copy to you;  one on the $3 charge by DDC for hard
copies, which will go to DDC, with a copy to you;  and the present one,
which you asked be sent to you.

As a reminder, there were over 140 Department of Defense libraries
represented at the Workshop, and following is one of the resolutions.

### RESOLUTION BY THE 12TH MILITARY LIBRARIANS WORKSHOP

Be it resolved that the Federal Library Committee's Federal Library
Mission:  a Statement of Principles and Guidelines be furnished to the
Department of Defense, with the request that the Statement, together
with a cover letter, be sent through proper channels to each library
in the Department of Defense. The Statement, issued in December 1966,
was furnished directly to federal libraries by the Federal Library
Committee, but it is felt that reissuance through official channels
will lend greater weight to the guidelines established therein.

Speaking for the Division, we shall certainly be grateful to you for
whatever steps you can take to see the provisions of the above resolution
get under way.

                                Sincerely,


                                ALAN J. BLANCHARD
                                Director, Library

30 October 1969

Dear Mr. Horwitz:

At its meeting on October 2, 1968, the 12th Military Librarians Workshop,
representing more than 140 DOD libraries, adopted the following resolution:

> Be it resolved that the Federal Library Committee's
> <u>Federal Library Mission: A Statement of Principles
> and Guidelines</u> be furnished to the Department of
> Defense, with the request that the Statement, to-
> gether with a cover letter, be sent through proper
> channels to each installation in the Department of
> Defense. The Statement, issued in December 1966,
> was furnished directly to Federal libraries by the
> Federal Library Committee, but it is felt that
> reissuance through official channels will lend greater
> weight to the guidelines established therein.

A copy of the statement referred to is attached. It proposes the applica-
tion of basic principles of management to the provision of library services
within the Federal Government. Although the value of these principles
seems obvious, there are numerous cases within the Department of Defense
and other agencies where no sustained effort is made to use them in manag-
ing our libraries. The purpose of the resolution is to make a more effec-
tive presentation of the need for good library management to the proper
defense officials.

As you remember, the "Federal Library Mission" was discussed with the
Executive Officers Group at a meeting in the Bureau of the Budget in the
Spring of 1967. It was then sent to the Heads of 44 Agencies for their
consideration. Forty-one of these Agencies indicated general agreement.
A copy of your own letter is attached. The Mission Statement is being used
by some librarians within the three services as a basis for proposals to
improve administration of their libraries. Its transmission through official
channels will strengthen these efforts.

We shall be grateful for your assistance.

Sincerely yours,

Paul Howard
Executive Secretary

The Honorable
Solis Horwitz
Assistant Secretary of Defense
Administration
Washington, D.C. 20301

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ASSISTANT SECRETARY OF DEFENSE
Washington, D.C. 20301

2 June 1967

Dr. L. Quincy Mumford
Librarian of Congress
Washington, D.C.   20540

Dear Dr. Mumford:

Thank you very much for your letter of May 19, 1967, to Secretary McNamara transmitting a copy of "The Federal Library Mission" statement.  I am sure that the principles and standards set forth by the Federal Library Committee will prove most useful in further studies of the information function within the Department of Defense.

You are aware of the deep interest of the Department in this field. Our major effort to improve the availability of scientific and technical information has highlighted the vital contributions that libraries can make.  They play an equally important role in many other Defense programs.

Sincerely


Solis Horwitz

US Army WAR COLLEGE
Carlisle Barracks, Pennsylvania  17013

AWCSL                                           22 October 1968


Dr. Robert B. Stegmaier, Jr.
Administrator
Defense Documentation Center for Scientific
  and Technical Information
Cameron Station
Alexandria, Virginia  22314

Dear Dr. Stegmaier:

The US Army War College was host to the 12th Military Librarians
Workshop convened here at Carlisle Barracks from 30 September to 2
October.  The theme of the Workshop was "Managing a Military Library",
and over 140 Department of Defense libraries were represented.

At a business session several resolutions were moved, seconded, and
passed, including the following.

> Be it resolved t at this Workshop vehemently objects to the charge
> of $3.00 made by the Defense Documentation Center for Scientific
> and Technical Information for each publication furnished in hard
> copy and that the Defense Documentation Center be urged to drop
> this charge.

The Workshop is not a continuing organization;  instead, each annual
Workshop is the responsibility of the military installation sponsoring
it.  As host librarian for our recent Workshop I was asked to forward
the resolution to you.

I thank you on behalf of the Workshop for your consideration.

                         Sincerely,



                         ALAN L. BLANCHARD
                         Director, Library

DEFENSE SUPPLY AGENCY
Defense Documentation Center
Cameron Station
Alexandria, Virginia 22314

DDC-T                                                                4 November 1968


Mr. Alan J. Blanchard
Director, Library
U.S. Army War College
Carlisle Barracks, Pa.  1/013

Dear Mr. Blanchard:

The service charges for hard copy as instituted by the Defense Documenta-
tion Center (DDC) were enacted with full anticipation and consideration of
objections to such charges being raised by various components of the user
community. Response from our user public has been generally in opposition
to the service charge and has been directed at DDC. Actually, DDC was
directed by the Office of the Director of Defense Research and Engineering
(ODDR&E) to institute the charge, and not without cause. The free service
appeared to have invited indiscriminate use, and there was concern over
the increasing demand for documents without provision for measuring the
effectiveness of the technical information.

The strongest incentive in DDR&E's directing this change in policy came
from the General Accounting Office which, after a survey in late 1967,
in a letter to the Secretary of Defense noted that DDC was equipped to
provide reports in numerous formats and often at lower production costs.

As you well know, DDC is not setting a precedent, but rather following
a long-established user charge policy which is in existence and embodied
in law and executed by such organizations as the Library of Congress,
the Clearinghouse for Federal Scientific and Technical Information, the
Atomic Energy Commission, the Government Printing Office, and the Depart-
ment of Agriculture.

I recently appeared before the Federal Library Committee to provide some
insight on the subject of user charges to this Committee. It is my
impression that the Committee fully realized the validity of the action
taken on user service charges.

                                Sincerely,



                                ROBERT B. STEGMAIER, JR.
                                Administrator
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US ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania 17013

AWCSL                                          2 December 1968

Hon. John S. Foster, Jr.
Director of Defense Research and Engineering
Room 3E1006, The Pentagon
Washington, D.C. 20301

Dear Mr. Foster:

Inclosure 1 is a copy of a letter that I wrote on 22 October 1968 to
Dr. Robert B. Stegmaier, Jr., Administrator of the Defense Documenta-
tion Center. As you see, it forwarded a resolution passed at a recent
Military Librarians Workshop, concerning the charge by DDC to government
agencies for hard copies. Also inclosed (Incl 2) is a copy of the reply
of 4 November 1968 by Dr. Stegmaier.

I have since been informed that a portion of the resolution was the re-
commendation that it be sent to your office, rather than DDC, and accordingly
the inclosed correspondence is forwarded for any further comment you care to
make.

Your consideration will be appreciated.

                              Sincerely,



                              ALAN J. BLANCHARD
                              Director, Library